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OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (23 Jul 68)

FOR OT RD 682240

5 August 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 9th  
Logistical Command, Period Ending 30 April 1968

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2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

1 Incl  
as

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Commanding Generals

US Army Materiel Command

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9th Logistical Command

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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 9TH LOGISTICAL COMMAND  
APO San Francisco 96233

THLC-DO

14 May 1968

SUBJECT: Operational Report - Lessons Learned for Quarterly Period Ending  
30 April 1968, RCS CSFOR-65 (R1) UIC: WGBYTO

## SECTION I

### 1. GENERAL:

a. During the reporting period, the 9th Logistical Command has been heavily committed for support to the Royal Thai Army Volunteer Force (RTAVF). This commitment consisted of specialist training for the RTAVF in the Supply and Maintenance fields and logistical support of all training. In addition, this commitment included post, camp and station responsibilities for approximately 1000 US personnel supporting the RTAVF at Kanchanaburi, Thailand. (See Incl 1).

b. In January 1968, this command jointly made a detailed analysis of the organization and force structure requirements with the USARPAC Manpower/Management Evaluation Team. The study showed that all post, camp and station functions had not been transferred to Special Troops, USAR-SUPTHAI when that unit was organized on 1 November 1967. The study further concluded that this command should be reorganized into a TDA organization. Examples of some of the post, camp and station activities that 9th Logistical Command will transfer upon approval of the proposed TDA are: Self-Service Supply Center, Clothing Sales Store, Ration Breakdown Points, Class III Distribution Points and Mortuary Service. Under the TDA this command will absorb the activities of the 501st Field Depot and become the direct operator of the wholesale supply system, terminal functions and line haul transportation activities and maintenance functions. The wholesale supply functions will be performed within the TDA organization of this headquarters under the Director of Supply with concurrent inactivation of the TOE units performing the mission. The maintenance functions under the reorganized TDA should retain essentially the same organizational structure as at present under the Director of Maintenance. The transportation terminal operations should be performed by a TDA organization, Terminal Command, with concurrent inactivation of the present TOE units performing the mission. The line haul function should retain organizational structure and the Movement Control functions should be consolidated under the Director of Transportation. The 9th Logistical Command recommended organizational structure is included in inclosure 2 and 3.

### 2. Directorate of Personnel:

a. Personnel. The shortage of manpower to perform operational functions is critical due to lack of MOS qualified personnel within the command. This problem has been caused by an inadequate number of replacement personnel arriving in-country. This problem area cannot be alleviated until the replacement personnel on validated requisitions arrive as requested. Bulk

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fills have arrived but do not alleviate the need for skilled personnel. The 9th Logistical Command will continue to be tasked with providing personnel for post, camp and station functions until Special Troops TDAs are approved.

b. The freeze on the hire of Local National personnel has been reduced to some extent and this has aided in alleviating some of the personnel problems of this command.

c. The command safety problem continues to be stressed at all levels. Command emphasis continued to be directed toward the prevention of motor vehicle accidents during this period.

### 3. Director of Security, Plans and Operations:

a. Physical Security. Physical Security continued to be stressed during the past quarter with emphasis placed on small unit level actions necessary to safeguard government property. Inspections of units' arms rooms and motorpools were conducted by the Director of Security, Plans and Operations and requests for several Crime Prevention Surveys were submitted to the USARSUPTH.I Provost Marshal. Several physical security directives including a new 9th Logistical Command regulation on securing arms and ammunition, and a physical security guide were published.

b. Personnel Security. A total of 329 personnel security actions were processed during the quarter. A breakdown by type of action is as follows:

Initiations:	Top Secret	6
	Secret	60
	Confidential	8
Validations:	Top Secret	50
	Secret	203
Revocations:		2
	TOTAL:	329

c. Rear Area Security. The 9th Logistical Command OPLAN 2-68 was published on 27 February 1968. This plan updates Rear Area Security requirements for Camp Friendship. Coordination has been effected with all other major units located in Camp Friendship to insure proper interpretation of all requirements levied by this plan. Communications for rear area security were bolstered by redistributing available radio equipment, completing the installation of a tactical field wire telephone net, publication of the 9th Logistical Command Communication-Electronic Operating Instructions (CEOI) and preparation of rear area security Signal Operating Instructions (SOI).

d. Intelligence Security. The command's security awareness program continued to be emphasized. Directives and other publications, including a regulation on reporting command intelligence information were prepared.

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A 9th Logistical Command Security Poster Contest was completed during the quarter, entries were judged and winners were announced.

### c. Operations.

(1) Five (5) units arrived during the 3rd Quarter of FY 68 to support the training of the Royal Thai Army Volunteer Force (RTAVF) at Kanchanaburi, Thailand (See inclosure 1).

<u>UNIT</u>	<u>ARRIVED IN COUNTRY</u>
556th Light Maintenance Co	6 Feb 68
305th Supply & Service Co	12 Mar 68
365th Detachment (Aircraft Repair)	13 Mar 68
HHC, 558th Supply & Service Bn	16 Mar 68
29th Signal Detachment (Radio Repair)	16 Mar 68

(2) On 6 February 1968, the 347th Transportation Company (LA) and the 159th Transportation Detachment (DS) were inactivated.

(3) On 20 March 1968, the 165th Transportation Company (LA) and the 253rd Transportation Detachment deployed TCS for a period of 180 days to RVN.

(4) On 2 April 1968, the 144th and 145th Engineer EB Teams arrived in-country and were assigned to the 7th Maintenance Battalion.

### f. Training.

(1) During the 3rd Quarter FY 68, much effort was expended by the units of this command in training and supporting logistically, the training of the RTAVF.

(2) The 9th Logistical Command was assigned the mission of updating the RTAVF cadre on U.S. Army equipment and operational procedures. There were four (4) areas in which the 9th Logistical Command presented training:

#### (a) Supply:

<u>COURSE</u>	<u>LENGTH OF COURSE</u>	<u>NO OF STUDENTS</u>
U.S. Supply Procedures	2 weeks	44
Class I Break Down	2 weeks	23
Fork Lift Operator Training	2 weeks	4

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<u>COURSE</u>	<u>LENGTH OF COURSE</u>	<u>NO OF STUDENTS</u>
(b) Maintenance:		
1st and 2nd Echelon		
Track and Wheel Maintenance	2 weeks	24
(c) Quartermaster Support:		
Cooks Training	2 weeks	19
Petroleum Lab Training	3 weeks	5
Petroleum Storage	8 weeks	18
(d) Transportation:		
Drivers Training and Operational Maintenance	2 weeks	47
Transportation Movement Control	2 weeks	2
(3) Mobile Training Teams:		

(a) During the last quarter, two (2) Mobile Training Teams arrived in-country to update the RTAVF Cadre on U.S. Army Procedures and equipment and to assist the cadre in the training of the RTAVF.

(b) Drivers mobile training teams from USARVIS arrived in-country 7 January 1968 and departed 20 April 1968.

## a. Scope of Trainings:

1. The mission of the drivers mobile training team was to update and familiarize the RTAVF cadre in nomenclature, characteristics, driving and operation of the U.S. M-Series Wheel Vehicles.

2. After the completion of the Cadre phase of training, the Mobile Training Team was divided into six (6) training groups to assist the RTAVF Cadre to instruct drivers:

<u>TRAINING SITE</u>	<u>NO OF MTT PERSONNEL</u>
RTA Quartermaster School, Bangkok	5
RTA Ordnance Tire Repair Co, Ayutthaya	5
RTAVF Engineer Bn, Ratburi	5
RTA Infantry Center, Pranburi	15

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## TRAINING SITE

## NO OF MTT PERSONNEL

RTA Artillery Center, Koke Kathien

5

RTA Transportation Corps, Kanchanaburi

5

(c) A Cooks Mobile Training Team from USARHAF arrived in-country 11 January 1968 and departed 17 April 1968.

### a. Scope of Training:

1 The mission of the Cooks Mobile Training Team was to update the RTAVF Cadre on the use and maintenance of U.S. Army Field Equipment, M-1937 Field Range and immersion heater, accessory outfits, selection of field mess sites and employment of the M-1948 Kitchen Tent. Additions to the Program of Instruction were:

U.S. Army Field Mess Requesting & Accounting Procedures.

Nutrition & Menu Planning

Food Preservation & Storage

Field Sanitation

(d) After the completion of the cadre phase of training at Camp Friendship, the Cooks Mobile Training Team assisted the RTAVF Cadre to train the mess personnel at the RTA Quartermaster School, Bangkok.

(4) During the reporting period, the 9th Logistical Command continued its bilateral "On the Job Training Program" of the Royal Thai Army (RTA). One-hundred and forty-six (146) trainees completed training in seventeen (17) courses presented. The following courses were presented to the RTA personnel:

<u>COURSE/ TITLE</u>	<u>LENGTH OF COURSE</u>	<u>TRAINEES PER COURSE</u>	<u>COURSE PER YR</u>	<u>TRAINEES COMPLETED</u>
Field Radio Repairman	12 Wks	2	4	1
Canvas & Leather Repairman	4 Wks	4	12	10
Metal Wdy Repairman	8 Wks	3	8	6
Welder	6 Wks	4	8	5
Allied Trades	12 Wks	2	4	4
Small Arms Repairman	2 Wks	6	24	32

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30 April 1968. RCS CSFOR - 65 (R1) UIC: WGEYTO

<u>COURSE/ TITLE</u>	<u>LENGTH OF COURSE</u>	<u>TRAINEES PER COURSE</u>	<u>COURSE PER YR</u>	<u>TRAINEES COMPLETED</u>
Artillery Mechanic	12 Wks	2	4	2
Turret Repairman	4 Wks	2	4	2
Ammunition Storage	4 Wks	8	12	8
General Warehouseman	6 Wks	8	8	24
Subsistence Storage Specialist	8 Wks	2	6	4
Petroleum Storage Specialist	8 Wks	12	6	22
Wheel Vehicle Mechanic	8 Wks	6	6	13
Motor Officer	8 Wks	1	6	2
Motor Sergeant	8 Wks	1	6	2
General Supply Clerk	6 Wks	1	8	3
Typewriter Repairman	8 Wks	6	1	6

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4. Management: The 9th Logistical Command's O&MA Budget for FY 69 was prepared and submitted to Headquarters, U.S. Army Support, Thailand for approval. The budget was prepared by using feeder data provided by the various units and activities within the command. O&MA funding requirements which were approved will be provided to the chief of that activity in the form of activity budget for FY 69. This will afford each activity chief or unit commander an opportunity to manage his financial resources.

5. Director of Transportation:

a. Surge lines are being purchased for the Sattahip Port Complex. This will facilitate the mooring of ships calling at the Sattahip Port Complex during the two monsoon seasons.

b. Gantry crane has been procured for the Sattahip Deep Water General Cargo Port. With the gantry crane in place, outsize cargo movement from ship to apron will be accomplished expeditiously. Outsize cargo is currently being handled at the Sattahip Deep Water General Cargo Port by a 100 ton barge crane (BC) and ship's heavy lift gear. During periods of marginal weather, the barge crane is extremely difficult to hold alongside a vessel and can become a hazardous operation. This can necessitate cessation of operations. With a gantry crane, outsize lift operations normally would not be affected.

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c. Construction Sattahip Area. Intransit sheds # 2 and # 3 were completed during this quarter and are in use. The programmed asphalt paving has been virtually completed. The administration building, gear and equipment locker, salt water pumping station and area cold storage warehouse are to be accepted within one (1) month, by the U.S. Army.

d. Use of six barges for intra-port and river operation began during this quarter. These barges are being used for the purpose of interim storage of retrograde cargo, discharge of vessels while in the stream or at mid-moor (i.e. Roll-on/Roll-off), movement of PX and Commissary cargo to Bangkok, and movement of some M&P cargo (Aircraft to Bangkok).

e. During this reporting period, four (4) RO/RO ships called at Sattahip Deep Water General Cargo Port. They average 51 hours 30 minutes on berth. A total of 7,411 S/Tons was discharged from the four RO/RO vessels. A study of the existing port facilities is being conducted to determine port compatibility with RO/RO operations.

f. Local and Line Haul Transportation:

(1) Local haul cargo is being transported by military trucks. The 53d Transportation Company (Medium Truck) is moving cargo from the Sattahip Deep Water and Vayama Ports to intransit storage area or directly to U-Tapao Air Base. Local haul of Class I (Reefer) is performed by the 313th Transportation Company to customers located in Bangkok.

(2) Approximately sixty-three per cent (63%) of line haul cargo was moved by the Express Transportation Organization (ETO). All cargo is still being offered to ETO prior to military truck unit, except Class I (freeze and chill) which is moved exclusively by the 313th Transportation Company. At present, ETO does not have the capability to transport refrigerated cargo.

(3) During the period 1 January, 1968 through 30 April 1968, the vehicles of the 519th Transportation Battalion were driven 2,209,142 miles and transported 94,542 tons of cargo. This is an increase of 38% and . 7 respectively over the previous quarter.

g. Royal Thai Army Volunteer Force (RTAVF):

(1) During the period the 519th Transportation Battalion devoted mission resources in support of the RTAVF, primarily at Kanchanaburi; delivery of vehicles and supplies to the RTAVF; and support of U.S. Army thirty (30) man Mobile Training Team.

(2) The 313th Transportation Company (Medium Truck Reefer) had the task of providing fresh food to the U.S. Forces stationed at Kanchanaburi. The 519th Transportation Battalion also provided transportation support to the RTAVF in the form of supply deliveries and drive-aways.

h. Muscle Shoals:

(1) During the reporting period there were four (4) Muscle Shoals

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convoy operations.

(2) These convoys moved more smoothly and efficiently than previously due to an alternate route being used between Sattahip and Korat. Although 90 miles longer, this route causes less damage to trucks and cargo due to it having primarily a paved surface.

### i. 172d Transportation Detachment (MC):

(1) Transportation support of the RT,VF continues. Problems with this support mentioned in previous reports have been considerably reduced with the concentration of the RT,VF into one location. One movements man is working this location on an as-required basis from the Bangkok TMO office.

(2) The Movement Control Center is still undermanned with 1 officer, 2 EM and 1 LN secretary. Two (2) additional officers are due from CONUS in May 1968. One (1) EM is due from CONUS in May 1968.

(3) Movement Control. Personnel shortages continue to be a critical problem. During the reporting period, personnel gains have offset losses with no net gain. The need for additional teletype operators is becoming critical. The MIOE of the 172d, 90th and 22d Transportation Detachments authorize a total of 4 operators. At present there are 7 teletype stations in the movement net and 18 operators assigned. Seven (7) of the eighteen (18) operators are 120 days losses. Justification for an overage of operators was submitted on 29 April 1968. The proposed TDA for the movements organization, if approved, would authorize 32 teletype operators which would meet the requirement.

### 6. Director of Maintenance:

a. The command deadline rate on wheeled vehicles has exceeded the non-operational readiness rate established by CINCPAC for this past quarter due to the high failure rate of multifuel engines. Receipt of closed loop assets were not adequate until the latter part of March. Command emphasis on operation and maintenance of the multifuel vehicles during the latter part of March and improved closed loop support is expected to improve the deadline rate next quarter.

b. A contractor operated general support maintenance facility for construction equipment was established in Korat under supervision of the 7th Maintenance Battalion. Thirty-nine (39) separate work orders were active at the end of the quarter. It is anticipated that this increased maintenance capability will be of significant value to this command.

c. An increase in tactical vehicle backlog was experienced by the 562d Light Maintenance Company (DS) whose support area includes the Sattahip Port area. This increase resulted from the unit being tasked to deprocess vehicles off-loaded at the port. It is not anticipated that this will be a continuing heavy workload.

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d. The use of the Blanket Purchase Agreement (BPA) has proven most beneficial in the maintenance of harborcraft and associated equipment. The limited amount of organic marine maintenance capability and low density of equipment require reliance on local commercial sources for both parts and back-up maintenance.

e. An increasing deadline rate of materials handling equipment (MHE) is being experienced. Lack of repair parts and advice that closed loop assets will not be available in FY 69 will require increased contractor assistance.

### 7. Director of Supply:

a. An aggressive program is being followed in identifying and retrograding excess stockage. Fringe items are currently being reviewed for excess determination and subsequent retrograde of these items will occur. A Re-Order Point (ROP) Demand Analysis Review and recomputation of ROPs has begun. The purpose of this review is to achieve maximum utilization of the economic order quantity concept, which will result in both a monetary and a manpower savings. During the reporting period, fourteen (14) RG/RO trailers were evacuated to Okinawa. In addition to the continuance of stock control operations, the month of April marked the beginning of significant changes in the operation which are ultimately directed toward implementing the TDA for the directorate. In addition, a complete review of internal operations and procedures has begun.

b. Supply Performance: The following is a comparison of performance data:

	<u>FEB 68</u>	<u>MAR 68</u>	<u>APR 68</u>
Demand Accomodation	72.1%	70.3%	71.3%
Demand Satisfaction	48.4%	53.7%	47.6%
Total Requisitions	21,299	20,520	27,111
Total Issues	10,621	16,003	16,326

11. Director of Services: A detailed study of the operating procedures of the property disposal office, clothing sales store and self-service supply center was accomplished to determine methods of improving operational efficiency. Improved procedures are being implemented as rapidly as the situation permits.

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## SECTION II

### LESSONS LEARNED

#### Commander's Observations, Evaluations and Recommendations

##### 1. Personnel Shortages:

a. Observation. This command has been understrength in MOS qualified personnel during the reporting period (See inclosure 6).

b. Evaluation. This shortage of MOS qualified personnel is due to the failure of valid requisitions being filled with personnel who are not MOS qualified.

c. Recommendations. That personnel shortages be filled with MOS qualified personnel.

##### 2. Blanket Purchase Agreement:

a. Observation. A Blanket Purchase Agreement was established for repair of the 499th Transportation Battalion Floating Craft. For example, one of the main engines of the 100-ton barge, Derrick, required a complete overhaul. This was accomplished through a local contractor rather than removal and transportation of the engine to Okinawa for repair. Repairs were accomplished in one (1) month rather than the projected two to three months which would have been required had the engine been evacuated. The increased utility of the barge, Derrick, was of material benefit to the port operation.

b. Recommendation. Continued use of the BPA to accomplish craft maintenance.

##### 3. Proposed TDA:

a. Observation. During the reporting period, an extensive evaluation of this command's existing TOE structure was made.

b. Evaluation. It was determined that a TDA organization structure (See Inclosure 1) for the 9th Logistical Command would best utilize the assigned personnel and allow this Command more operational flexibility.

c. Recommendations. That the proposed 9th Logistical Command TDA be approved expeditiously.

6 Incl

1. Kanchanaburi Task Force

2. 9th Log Comd Proposal  
Organization

3. 9th Log Comd Personnel

4. ~~9th Log Comd Manning Chart~~ Wd. Hqs. DA 10

5. 9th Log Comd Organ Chart

6. 9th Log Critical MOS Shortages

*Frank P. Bane*  
FRANK P. BANE

Colonel, CL

Commanding

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THOP-OP (14 May 1968) 1st Ind  
SUBJECT: Operational Report-Lessons Learned for Quarterly Period  
Ending 30 April 1968. RCS CSFOR-65 (R1) UIC: WGBYTO

DA, Headquarters, United States Army Support Thailand, APO 96233 4 JUN 1968

THRU: Commander in Chief, United States Army Pacific, ATTN: GPOP-DT  
APO 96558


TO: ACSFOR, Department of the Army, Washington, D.C. 20310

1. Reference, Section II paragraph 1: OPODA, USARPAC and this Headquarters recognize MOS shortages and every effort is being made to effect required assignment.

2. Reference, Section II paragraph 2: Concur in the continued use of the blanket purchase agreement.

3. Reference, Section II paragraph 3: USARPAC and this headquarters have made every effort to influence DA to expeditiously approve the proposed 9th Logistical Command TDA.

FOR THE COMMANDER:

  
ALAN L. MITCHELL  
CPT, AGC  
Asst Adjutant General

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GPOP-DT (14 May 68) 2d Ind  
SUBJECT: Operational Report of HQ, 9th Logistical  
Command, for Period Ending 30 Apr 68,  
RCS CSFOR-65 (R1)

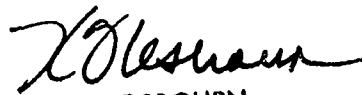
HQ, US Army, Pacific, APO San Francisco 96558 5 JUL 1968

TO: Assistant Chief of Staff for Force Development,  
Department of the Army, Washington, D.C. 20310

1. This headquarters has evaluated subject report  
and forwarding indorsement and concurs in the report  
as indorsed.

2. Reference 1st indorsement, paragraph 3: The  
recommended TDA for the 9th Logistical Command  
was forwarded to DA for approval on 4 June 1968.

FOR THE COMMANDER IN CHIEF:

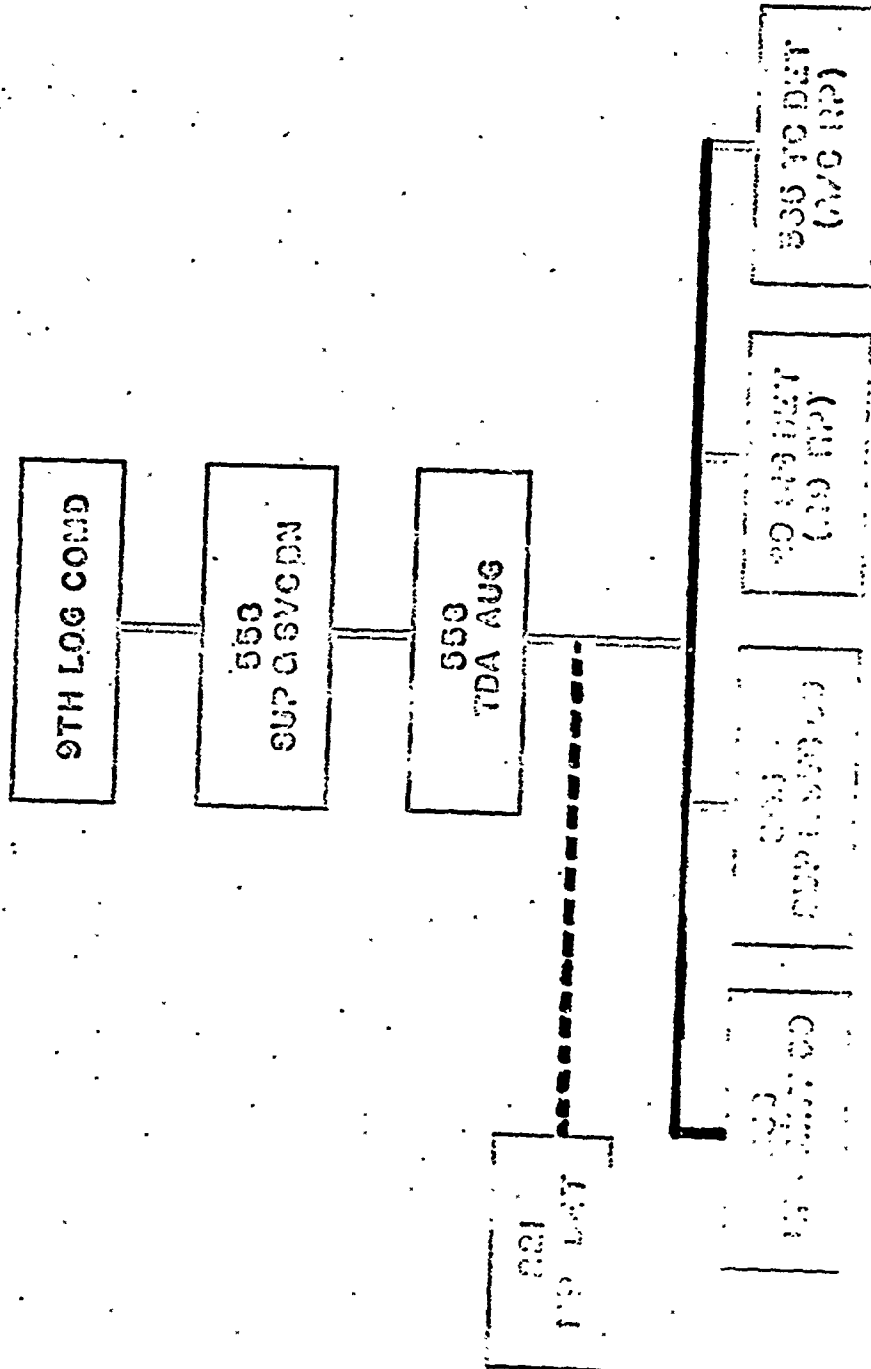


K. F. OSBOURN  
MAJ. AGC  
Asst AG

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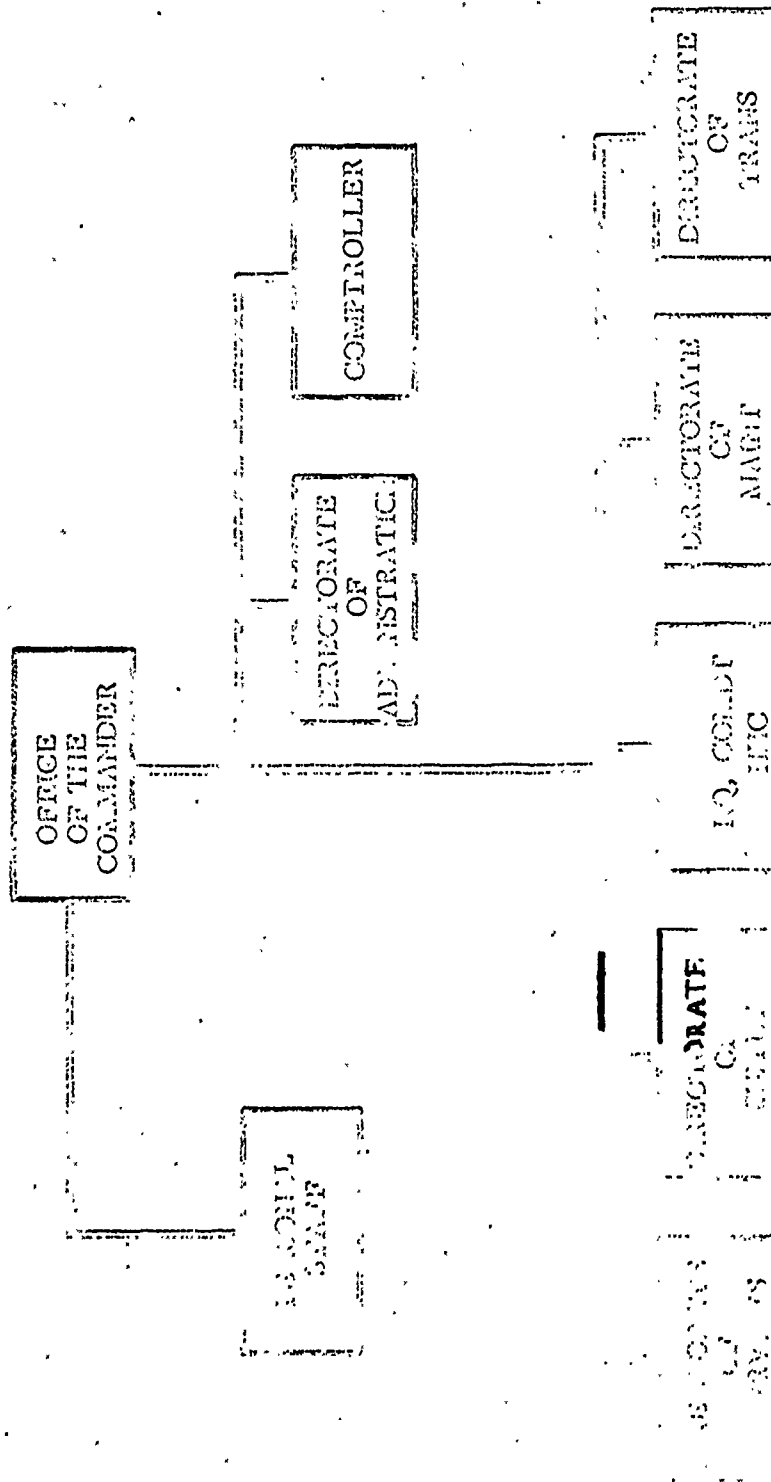
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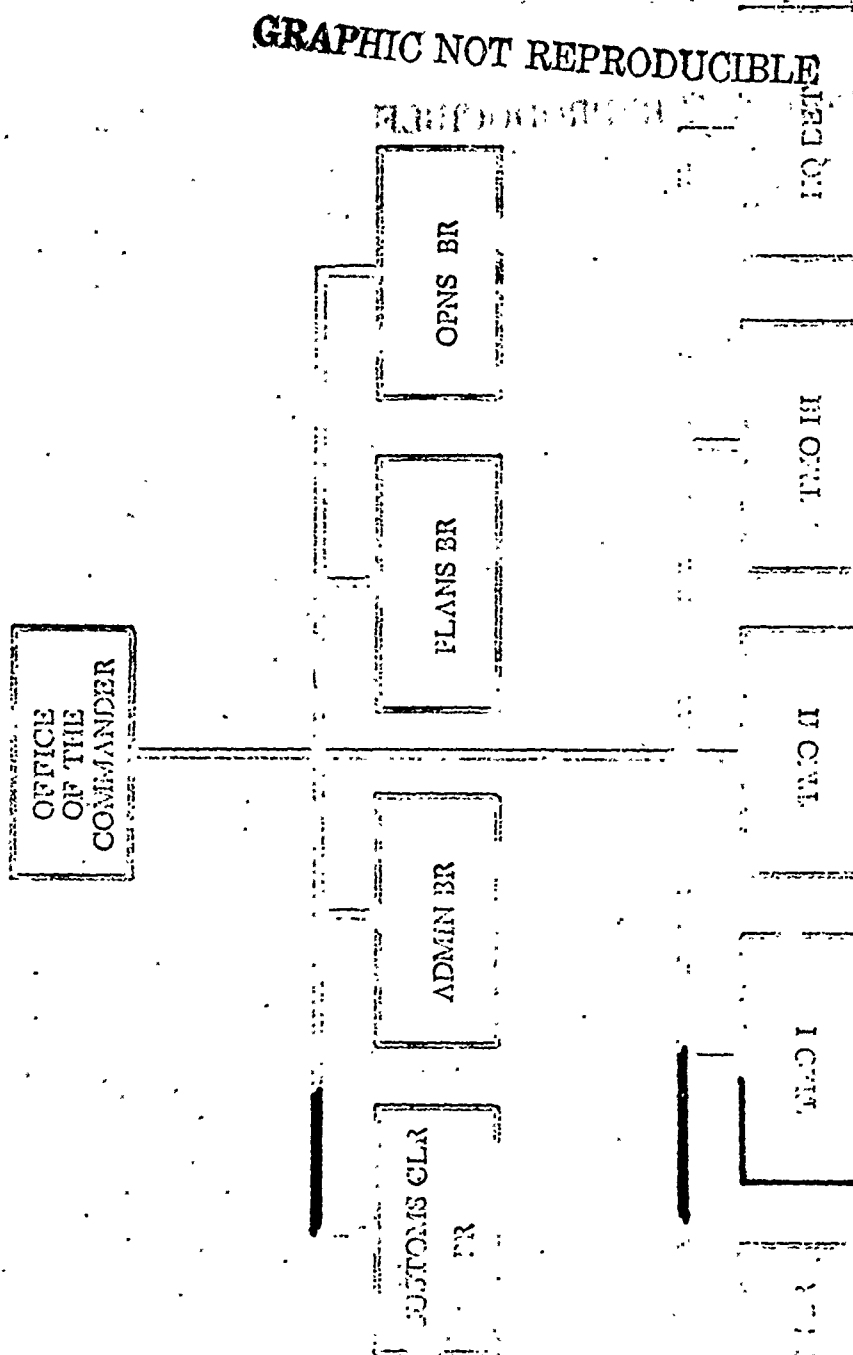
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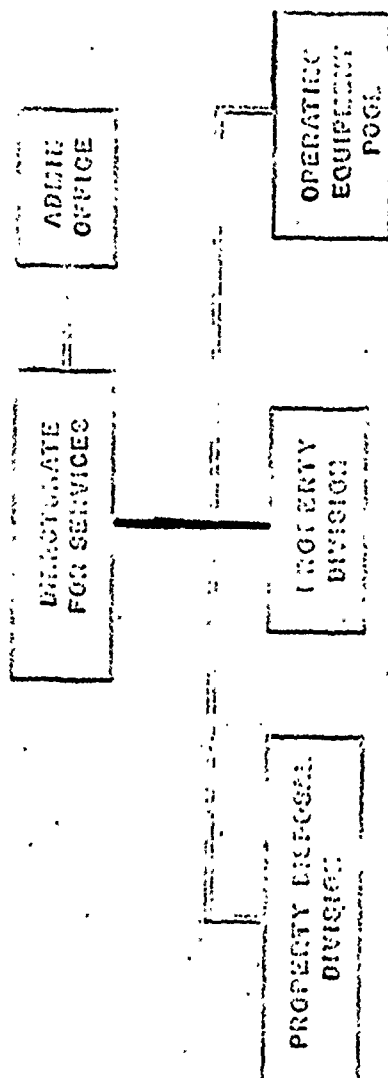


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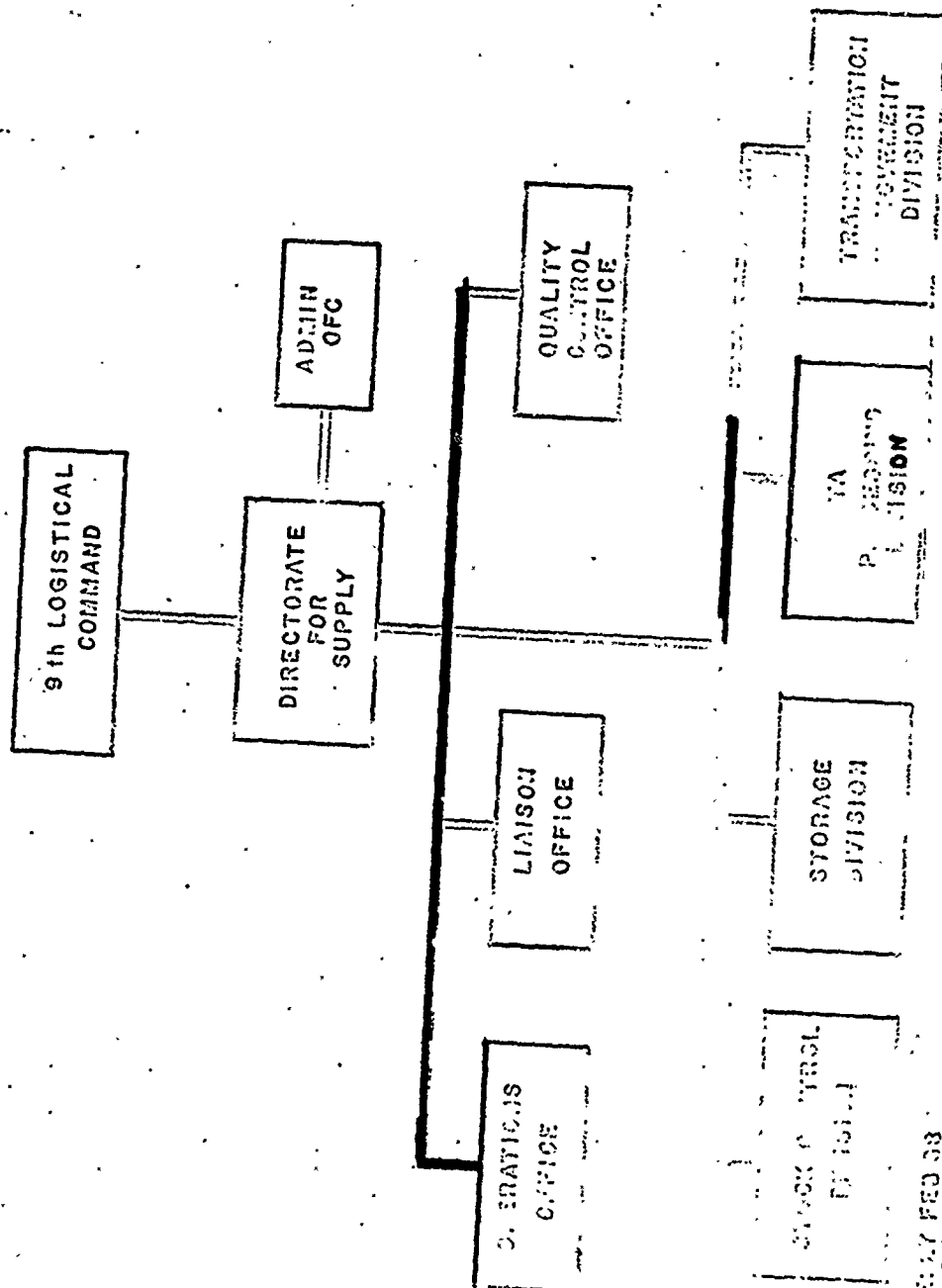
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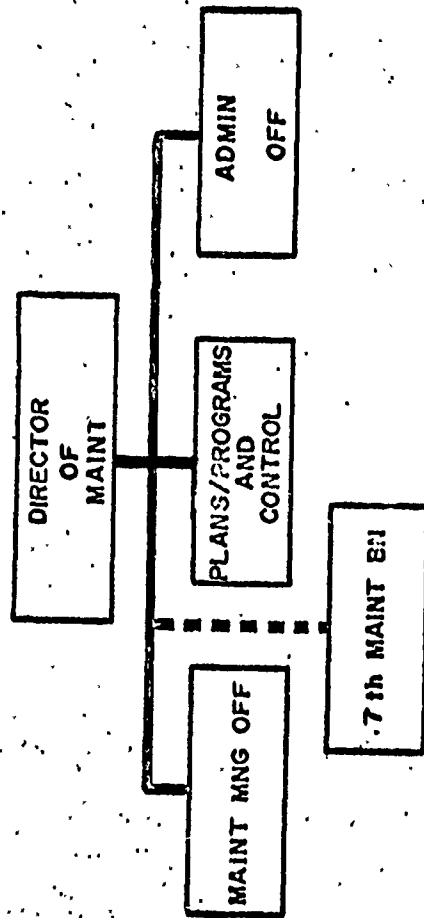
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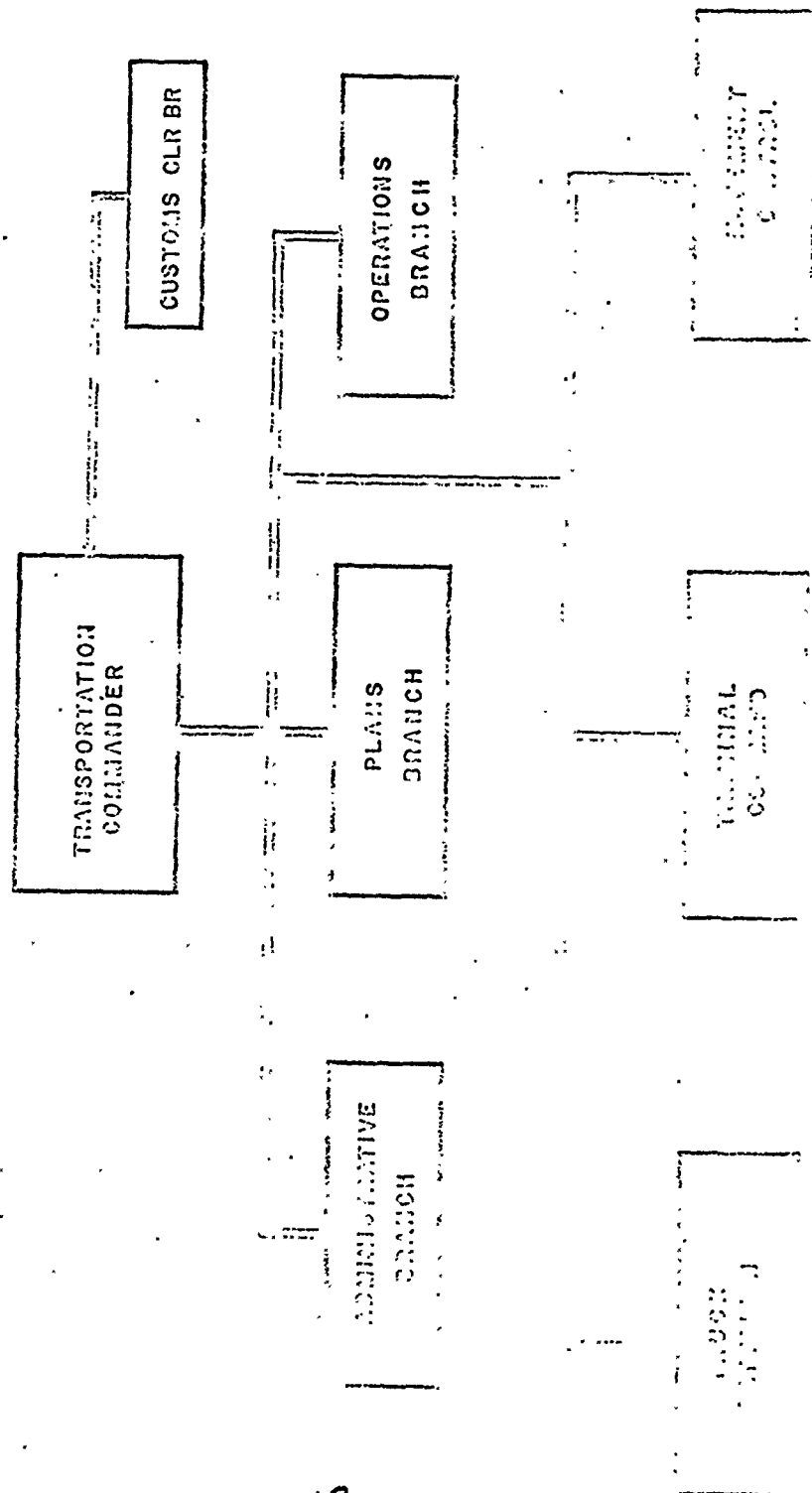
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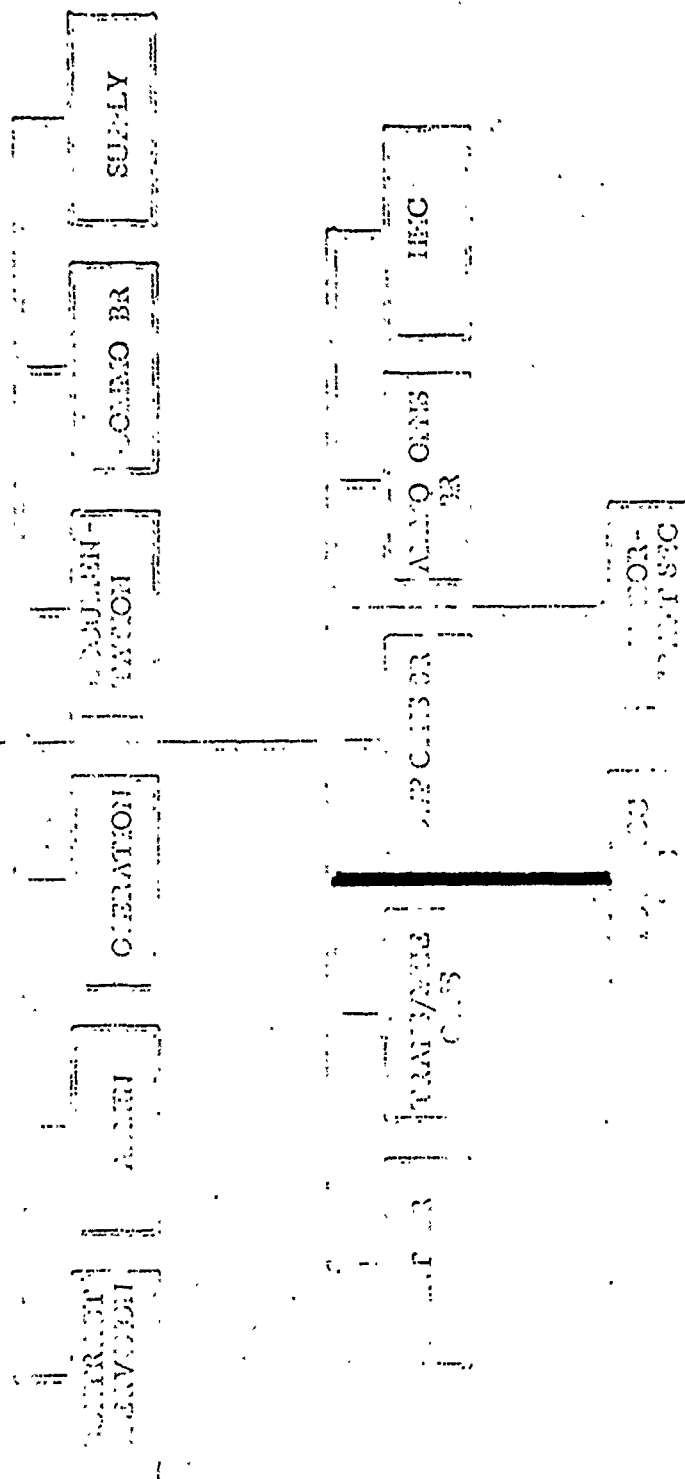


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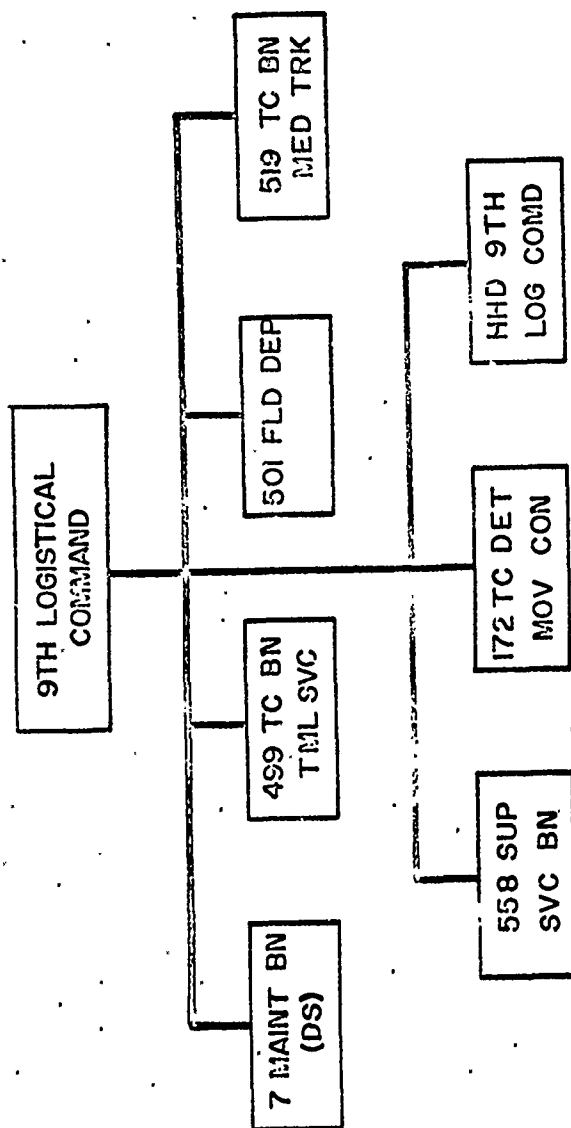
9TH LOGISTICAL COMMAND PERSONNEL						
	<u>OFF</u>	<u>NO</u>	<u>EM</u>	<u>DAC</u>	<u>LN</u>	<u>TOTAL</u>
HQ, 9TH LOG COM-D	108	7	668	29	866	1693
TRANS COMMAND	21	0	113	1	68	203
TERM COMMAND	39	6	309	3	527	884
MTOE UNITS	70	42	1538	0	1010	2660
	---	---	---	---	---	---
PRESENT	238	55	2646	33	2471	5443
	260	47	3347	23	1492	5169
	---	---	---	---	---	---
	(-)22	(+)18	(-)701	(+)10	(+)979	(+)294

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## CRITICAL MOS SHORTAGE

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<u>MOS</u>	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>SHORT</u>
05C20	4	1	3
*26C20	3	2	1
31G40	1	0	1
*31I20	3	1	2
*41C40	1	0	1
*41E20	1	0	1
*41J20	1	0	1
*43A10	10	3	7
48J20	6	2	4
43K20	1	0	1
44A10	2	2	2
44B20	4	1	3
44C20	2	1	1
*44E20	2	1	1
*45A10	1	0	1
*45C20	3	0	3
45G30	1	0	1
*45Z40	2	0	2
*51C20	2	0	2
*51I20	3	0	3
*52A10	4	0	4
*52B20	2	0	2
*52D20	10	2	8
*54D20	2	1	1

\* - Denotes critical MOS shortages Army wide.  
Incl 6

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(CRITICAL MOS SHORTAGE CONTINUED)

<u>MOS</u>	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>SHORT</u> 26
71B30	4	0	4
71B40	2	0	2
71H20	23	6	17
71N20	12	6	6
71T20	2	0	2
*72B20	1	0	1
*74D20	3	0	3
76A10	96	17	79
76A20	4	0	4
76F20	5	1	4
76K20	1	0	1
76L40	1	0	1
76M20	28	14	14
76P20	32	19	12
76Q20	15	9	6
76V40	19	8	11
76W20	5	4	1
76W40	30	16	14
76Y30	4	1	3
76Y40	4	3	1
93C20	8	5	3
*94A10	2	0	2
94B20	42	23	19
94B40	6	0	6
94C40	1	0	1

\* - Denotes critical MOS shortages Army wide

(CRITICAL MOS SHORTAGE CONTIN)

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<u>MOS</u>	<u>AUTHORIZED</u>	<u>ASSIGNED</u>	<u>SHORT</u>
*55A10	12	1	11
57A10	6	0	6
*57E40	8	7	1
*57F20	6	5	1
*57H20	10	5	5
*57H40	28	20	8
62F30	26	13	13
*62A10	32	7	25
*63A10	18	2	16
63B20	45	31	14
63C30	7	2	5
63C40	2	1	1
63G20	7	4	3
63H20	50	24	26
63H40	4	1	3
63L30	2	1	1
63K20	12	7	5
*63Z50	2	0	2
64A10	11	0	11
*64B20	165	117	48
64C40	55	28	27
*70A10	6	1	5
71B20	24	6	18

\* - Denotes critical MOS shortages Army wide

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